Canadian International Development Agency
Agence canadienne de développement international

Canadian International Development Agency

2013–14

Report on Plans and Priorities

The Honourable Julian Fantino, PC., M.P.
Minister of International Cooperation

Canadian International Development Agency
200 Promenade du Portage
Gatineau, Quebec
K1A 0G4
Tel: (819) 997-5006
Toll free: 1-800-230-6349
Fax: (819) 953-6088
(For the hearing and speech impaired only (TDD/TTY): (819) 953-5023
Toll free for the hearing and speech impaired only: 1-800-331-5018)
E-mail: info@acdi-cida.gc.ca

Canada

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Minister's Message

Canada's international development investments are playing a critical role in improving the lives of those most in need around the world. They are a tangible expression of the best of Canadian values and a critical instrument for advancing Canada's long-term prosperity and security.

In 2013-2014, the Canadian International Development Agency (CIDA) will continue making progress on its three thematic priorities: increasing food security, providing opportunities for children and youth and stimulating sustainable economic growth. In doing so, we will put greater emphasis on enabling private sector led development and innovation in support of poverty reduction.

Developing countries have significant endowments of natural resources that can be tapped to create jobs and provide governments with revenue to deliver essential services. Our Government's launch of the Canadian International Institute for Extractive Industries and Development will help developing countries manage and govern their natural resources responsibly and ensure benefits for their people. This initiative is a key part of our Government's commitment to help break the cycle of poverty in developing countries by creating the conditions, and offering the tools, necessary for sustainable economic growth.

Building on a year of progress on Canada's Maternal, Newborn and Child Health Initiative, CIDA will continue to save the lives of mothers and children by training nurses and midwives, improving access to medical clinics, and offering family planning services. Our Government will maintain its leadership in food security and nutrition through its role in the Scaling up Nutrition movement to combat global under-nutrition, which accounts for 2.6 million preventable child deaths every year.

All the while, the Government of Canada's ability to respond to humanitarian crises around the world remains strong. Populations affected by conflicts or natural disasters will benefit from Canadian assistance in a timely and effective way as demonstrated by our response to the food and nutrition crisis in the Sahel region and the humanitarian situation in Syria.

These efforts, along with other initiatives, are reflected in the Agency's 2013–2014 Report on Plans and Priorities, which I am pleased to table for Parliament's consideration.

Section I: Organizational Overview

Raison d'être

The mandate of the Canadian International Development Agency (CIDA) is to manage Canada's international assistance effectively and accountably to achieve meaningful, sustainable development results, and to engage in policy development in Canada and internationally, enabling Canada to realize its development objectives. The Minister of International Cooperation is responsible for this organization.

CIDA's mission is to lead Canada's international effort to help people living in poverty.

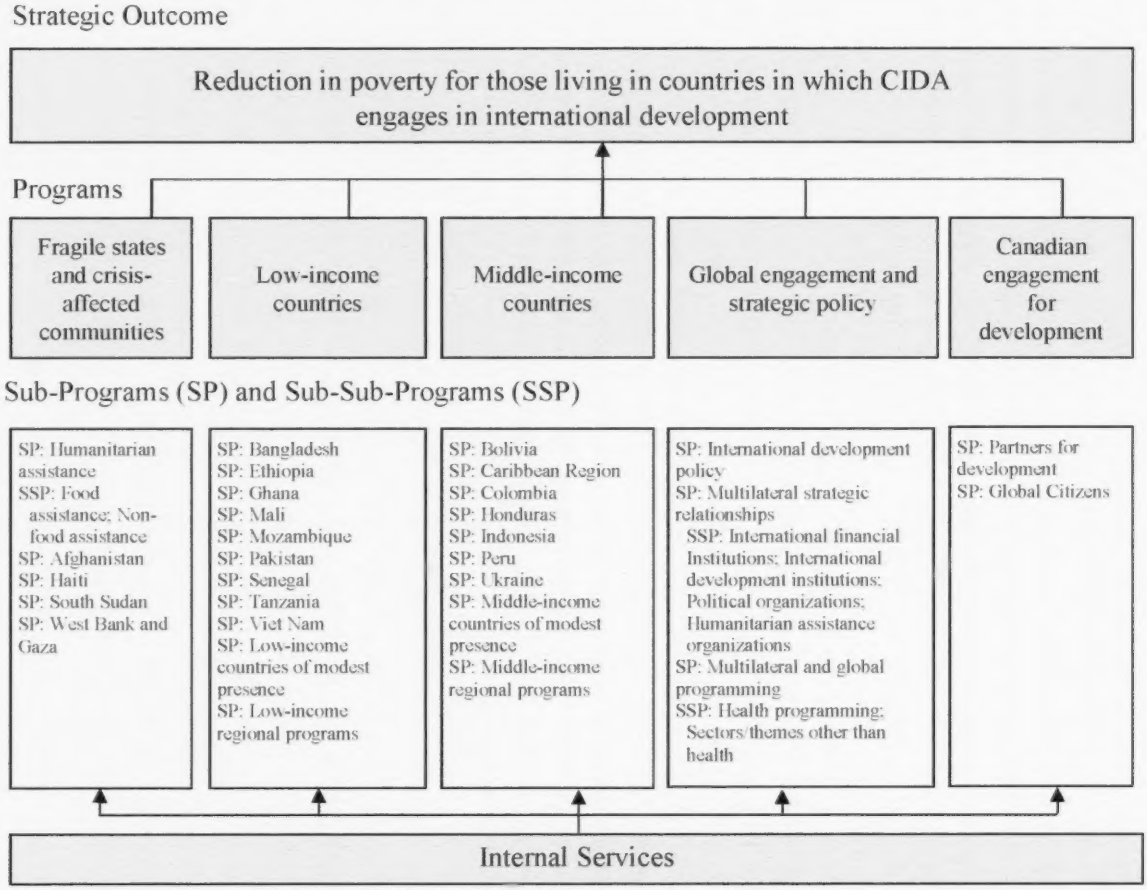
Canada recognizes that achieving significant economic, social and democratic progress in the developing world will reduce poverty for billions of people in recipient countries, increase the prosperity and long-term security of Canadians, promote our values, and contribute to a more prosperous and safe world.

Responsibilities

CIDA is the lead government organization responsible for Canada's development assistance program and policy. Orders-in-Council P.C. 1968–923 of May 8, 1968, and P.C. 1968–1760 of September 12, 1968, designate CIDA as a department for the purposes of the *Financial Administration Act*. The authority for the CIDA program and related purposes is found in the *Department of Foreign Affairs and International Trade Act*,[1] and in annual appropriation acts.

[1] To read the statute, visit http://laws-lois.justice.gc.ca/eng/acts/E-22/index.html.

Strategic Outcome and Program Alignment Architecture



The *Official Development Assistance Accountability Act*,[2] which came into force on June 28, 2008, states that expenditures reported to Parliament as official development assistance must contribute to poverty reduction, take into account the perspectives of the poor, and be consistent with international human rights standards. CIDA's strategic outcome is in line with the intent of the Act.

[2] To read the statute, visit http://laws.justice.gc.ca/en/O-2.8/FullText.html.

Organizational Priorities

Reducing global poverty helps eliminate suffering, improve quality of life, and bolster people's potential to create brighter futures for themselves and their families. Development assistance is a means to build free and more open societies, and to enhance Canadian prosperity and security. It is also an expression of Canadian values and demonstrates compassion for people around the world.

Canada is committed to addressing the complex challenges of international development. For example, CIDA helps improve nutrition and agricultural production through its initiatives to increase food security. CIDA works to improve maternal and child health, increase access to quality basic education, and ensure a safe and secure environment for children and youth. CIDA's work in fostering sustainable economic growth—through shaping the policy and legal foundations that help businesses thrive, strengthening small and medium-sized enterprises, and providing skills training to help people get jobs—assists developing countries and their citizens to lift themselves out of poverty. CIDA helps alleviate suffering in times of crisis by delivering humanitarian assistance.

In the coming year, CIDA will continue to make a difference around the world and make Canadians proud of Canada's development assistance by ensuring its policies and programs are effective, accountable, innovative and visible. CIDA will continue to show leadership, helping to foster a more prosperous, secure and democratic world. CIDA will focus on maximizing results, including through partnerships with the private sector, civil society and international organizations, while maintaining our commitment to transparency. In everything it does, CIDA will integrate the promotion of governance, gender equality and environmental sustainability—themes important to all Canadians.

Working with other government departments, CIDA will continue to pursue excellence in the public service by generating new efficiencies in the delivery of grants and contributions. Continuous improvement, including by further streamlining and standardizing its processes, will make it easier for Canadian partners to work with CIDA. As it moves more of its work to the field, the Agency will make increasing use of new technologies in its operations. CIDA will continue to engage directly with local partners to capture the results of Canada's development assistance and improve reporting to Canadians, in line with Canada's Open Government initiative.

Priority	Type[3]	Strategic Outcome
Stimulating sustainable economic growth	Ongoing	Reduction in poverty for those living in countries in which CIDA engages in international development

Description

Why is this a priority?

Sustainable economic growth contributes to job creation, higher incomes, and improved public revenue generation, all of which help to reduce poverty.

Plans for meeting the priority

CIDA's Sustainable Economic Growth Strategy focuses on building economic foundations, growing businesses and investing in people. Improving natural resources management, developing the private sector, and enhancing people's skills are examples of programming areas that will help achieve the goals of the strategy.

Extractive sector development is an important area for growth in many developing countries and can make important contributions to poverty reduction if managed properly. Canada has significant domestic expertise in the governance and management of the extractive sector. The recently established Canadian International Institute for Extractive Industries and Development will help partner governments strengthen their ability to manage and benefit from their natural endowments, and connect the extractive sector to broader local, regional and national economic development. Areas of focus include improved regulations and legislation, consultation and negotiation capacities, transparency and democratic oversight.

CIDA will foster entrepreneurship and innovation and harness the private sector to find innovative solutions to persistent development challenges. CIDA will also facilitate increased access to markets and financing to help developing countries expand their trade and investment relationships and to enhance their ability to integrate into the global marketplace.

[3] Type is defined as follows: **previously committed to**—committed to in the first or second fiscal year prior to the subject year of the report; **ongoing**—committed to at least three fiscal years prior to the subject year of the report; and **new**—newly committed to in the reporting year of the RPP or DPR.

People are at the centre of sustainable economic growth, and CIDA will work with its partners to improve the skills and knowledge of workers and entrepreneurs to ensure developing country economies thrive. More specifically, CIDA will deepen support for national systems (institutions, market opportunities, skills, networks, and rights) that empower women to participate fully in their economies.

Priority	Type	Strategic Outcome
Securing a future for children and youth	Ongoing	Reduction in poverty for those living in countries in which CIDA engages in international development

Description

Why is this a priority?

The vast majority of the world's population under the age of 25 lives in developing countries. Investing in their future helps ensure that global advances in international development are not lost with the next generation.

Plans for meeting the priority

Ensuring a safe and secure environment where children and youth can learn and grow into healthy, productive members of society is a cornerstone of CIDA programming. CIDA's strategy on securing a future for children and youth focuses on child survival, including maternal health, access to quality education, and the safety and security of children and youth.

While maternal and child mortality rates around the world have fallen by almost 50 percent and 40 percent respectively since 1990, improvement in women's and children's health has been uneven, with the slowest progress on the African continent. Today, 287,000 women still die during pregnancy or childbirth from preventable causes, and 6.9 million children still die before their fifth birthday.

Canada has shown leadership in this area through the G8 Muskoka Initiative on Maternal, Newborn, and Child Health, the UN Secretary-General's Global Strategy for Women's and Children's Health, and the UN Commission on Information and Accountability for Women's and Children's Health, which Prime Minister Harper co-chaired with Tanzania President

Jakaya Kikwete. CIDA will continue this leadership role with a view to ensuring that maternal and child survival remains a key development priority. For example, CIDA will work with developing countries, UN agencies, civil society, and other partners to implement its $1.1 billion commitment to the Muskoka Initiative. CIDA's Muskoka programming in Afghanistan, Bangladesh, Ethiopia, Haiti, Malawi, Mali, Mozambique, Nigeria, South Sudan, and Tanzania will focus on strengthening countries' health systems, reducing the burden of diseases, and improving nutrition.

Global progress has been made on increasing primary school enrolment and gender parity in education over the past decade. However, 61 million children remain out of school—the majority in sub-Saharan Africa and conflict-affected states, particularly marginalized girls. To accelerate the pace of progress, CIDA will continue to support access to quality education, particularly for girls, and relevant learning opportunities for youth.

Priority	Type	Strategic Outcome
Increasing food security	Ongoing	Reduction in poverty for those living in countries in which CIDA engages in international development

Description

Why is this a priority?

Ensuring access to safe and nutritious food is one of the most effective ways to reduce poverty in developing countries.

Plans for meeting the priority

Global progress in reducing hunger has been strong over most of the past 20 years but has stalled since the food price crisis in 2007–2008. An estimated 870 million people remain chronically undernourished.

To address immediate food needs and find solutions for lasting food security, CIDA's Food Security Strategy takes a comprehensive approach to addressing the needs of the poorest and most disadvantaged segments of partner country populations. The strategy focuses on sustainable

agricultural development, food assistance and nutrition, and research and development.

Over the planning period, CIDA will work to strengthen linkages between food security and sustainable economic growth, in order to boost farmer incomes, and smallholder agricultural production and productivity. CIDA will aim to ensure a sustainable and inclusive approach to growth and prosperity that targets efforts of smallholder farmers and is complemented by increased attention to the empowerment of women farmers. CIDA will continue to engage in international food security activities such as implementing Canada's commitments to the G8 New Alliance for Food Security and Nutrition. This initiative focuses on identifying innovative approaches to engage national governments and the private sector to generate greater investment in agricultural development and achieve sustainable food security outcomes.

CIDA will augment existing nutrition-specific interventions, incorporate nutrition into other programming, and support partner-country nutrition plans and programs. Canada will continue its efforts to improve international coordination and accountability of nutrition programming through engagement in the Scaling Up Nutrition movement, including the participation of the Minister of International Cooperation in the Scaling Up Nutrition Lead Group.

CIDA is committed to providing food assistance to people affected by crises. As part of these efforts, CIDA led the negotiations of the Food Assistance Convention, which entered into force on January 1, 2013. Under this new convention, Canada is committed to providing nutritious food assistance that helps put money back into local markets, and addresses longer-term food security.

Finally, research and development will remain one of the pillars of CIDA's food security strategy. CIDA will work to improve the coordination of agricultural research and the sharing of findings. A key initiative is the Canadian International Food Security Research Fund (CIFSRF), which supports projects related to access to sufficient, safe and nutritious foods in the developing world. These types of research initiatives will help address the food security problems affecting vulnerable populations, especially women. CIFSRF will place particular emphasis on addressing food security issues in Africa, complementing two existing global initiatives that CIDA supports: the Comprehensive Africa Agriculture Development Programme and the G8 New Alliance for Food Security and Nutrition. The fund will also seek greater involvement of the private, public and not-for-profit sectors in order to facilitate innovation, aimed at finding better and faster ways to scale-up research that will make a difference in the lives of the food insecure in developing countries.

Priority	Type	Strategic Outcome
Achieving management and program-delivery efficiency	Ongoing	Reduction in poverty for those living in countries in which CIDA engages in international development

Description

Why is this a priority?

Improving how we do business is an ongoing whole-of-government priority.

Plans for meeting the priority

In 2013–2014, the Agency will complete the roll-out of the new Agency Programming Process that standardizes programming procedures across the Agency to help optimize operating resources and strengthen the focus on achieving development results.

CIDA will continue to improve the efficiency of its program delivery both in headquarters and in the field. The streamlined, standardized and increasingly automated Agency Programming Process will ensure sustained improvement in CIDA's operations.

CIDA will continue to implement its Deficit Reduction Action Plan. Savings and efficiencies will be realized through streamlining corporate processes and systems as well as by consolidating its internal management functions.

Better data management resulting from better processes and increased automation will strengthen CIDA's transparency under both the International Aid Transparency Initiative and Canada's Open Government Initiative. On the heels of the 2012 Deficit Reduction Action Plan, CIDA is developing a workforce renewal strategy. It will focus on managing the existing workforce in pursuit of organizational excellence, and ensuring people have the skills required to achieve CIDA's current and future priorities.

Risk Analysis

Canada and its international donors and partners have made a significant contribution to reducing poverty and improving overall human development. However, many challenges remain:

- Developing countries remain key drivers of global growth. However, continued economic uncertainty and inadequate fiscal and economic management hamper their recovery from the recent global financial crisis and put further progress at risk.
- Slow economic recovery is also having an impact on assistance from other donors. OECD Development Assistance Committee projections forecast a levelling-off, if not a decrease, in development spending in the immediate future. Most G8 countries and the European Union as a whole, are trending downwards. The challenge is to identify ways to use limited resources most effectively, so as to maximize development results.
- An estimated 1.3 billion people continue to live on less than US$1.25 per day. While 32 countries have moved from low-income to middle-income status since 2000, there are still vast inequalities in the distribution of economic benefits.
- With the world's population expected to surpass nine billion by 2050, meeting the demands for food will become a major international challenge.
- Rapid urbanization in developing countries is accompanied by problems including social exclusion, crime, inadequate water and sanitation, unemployment, and poor housing.
- A third of the world's poor, or 400 million people, live in fragile states. According to the Brookings Institute, this number will rise to include more than half the world's poor by 2015.[4]
- Environmental pressures continue to threaten development gains.

These challenges—whether political, economic, social or environmental—can have an impact on the effectiveness of CIDA's programs and policies, as well as the confidence of stakeholders, including partner countries and Canadians. CIDA regularly assesses potential risks related to its external and internal operating environments in order to manage them on a proactive basis and maximize the achievement of development results. CIDA has identified four categories of risk for its overall development assistance program as well as individual investments. These are:

- Development risks that have a potential impact on CIDA's ability to achieve expected results in different contexts.

[4] http://www.brookings.edu/research/opinions/2011/05/17-global-poverty-trends-chandy

- Operational risks that have a potential impact on CIDA's ability to operate effectively and efficiently.
- Financial risks that have a potential impact on CIDA's ability to properly manage public funds.
- Reputational risks that have a potential impact on stakeholder confidence in CIDA's ability to fulfill its mandate.

Based on its assessment of its external and internal operating environments, the Agency is putting particular emphasis on the following:

- Improvements in economic stability and growth in partner countries are a central element of achieving sustainable progress towards development results. As such, the Agency is putting sustainable economic growth at the forefront of its development efforts. CIDA is helping partner countries to build a sustainable investment climate, and to strengthen the capacity of public institutions, firms, and individual women and men to enable greater access to opportunities.
- Maintaining Canadians' confidence in the effectiveness and efficiency of international assistance by maximizing the achievement of development results through focused efforts, value for money, proactive communications strategies, and accountability, as exemplified by CIDA's adherence to the International Aid Transparency Initiative.
- Attracting and retaining people with the right skills to carry out CIDA's mandate.

Ensuring that programming funds are not misappropriated or mismanaged is critical to retaining the confidence of Canadians and remains a priority consideration in all CIDA decisions. CIDA uses a fiduciary risk evaluation tool that allows for a consistent and systematic assessment of fiduciary risks associated with a project as well as the organization receiving funds. Every investment made by CIDA is assessed on the basis of merit, and development and financial risks. These measures help ensure that Canadian development investments reach the intended individuals and communities.

Planning Summary

Financial Resources (in thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
3,159,329	3,259,329	3,143,497	3,125,843

Human Resources (Full-Time Equivalents—FTE)

2013–2014	2014–2015	2015–2016
1,685	1,615	1,615

Planning Summary Table (in thousands of dollars)

Strategic Outcome	Program	Actual Spending 2010–2011	Actual Spending 2011–2012	Forecast Spending 2012–2013	Planned Spending			Alignment to Government of Canada Outcomes
					2013–2014	2014–2015	2015–2016	
Reduction in poverty for those living in countries in which CIDA engages in international development	Fragile states and crisis-affected communities	953,007	788,201	708,193	690,680	689,846	684,154	Global poverty reduction through international sustainable development
	Low-income countries	893,636	873,387	929,669	917,574	803,200	799,280	
	Middle-income countries	319,836	297,084	342,169	337,885	317,034	318,907	
	Global engagement and strategic policy	1,106,774	1,578,608	1,270,195	955,136	978,073	982,118	
	Canadian engagement for development	250,644	282,322	290,055	267,942	268,590	254,079	
Sub-total		3,523,897	3,819,601	3,540,281	3,169,217	3,056,743	3,038,538	

Planning Summary Table for Internal Services (in thousands of dollars)

Program	Actual Spending 2010–2011	Actual Spending 2011–2012	Forecast Spending 2012–2013	Planned Spending		
				2013–2014	2014–2015	2015–2016
Internal Services	114,819	107,662	103,613	90,112	86,754	87,305
Sub–total	114,819	107,662	103,613	90,112	86,754	87,305

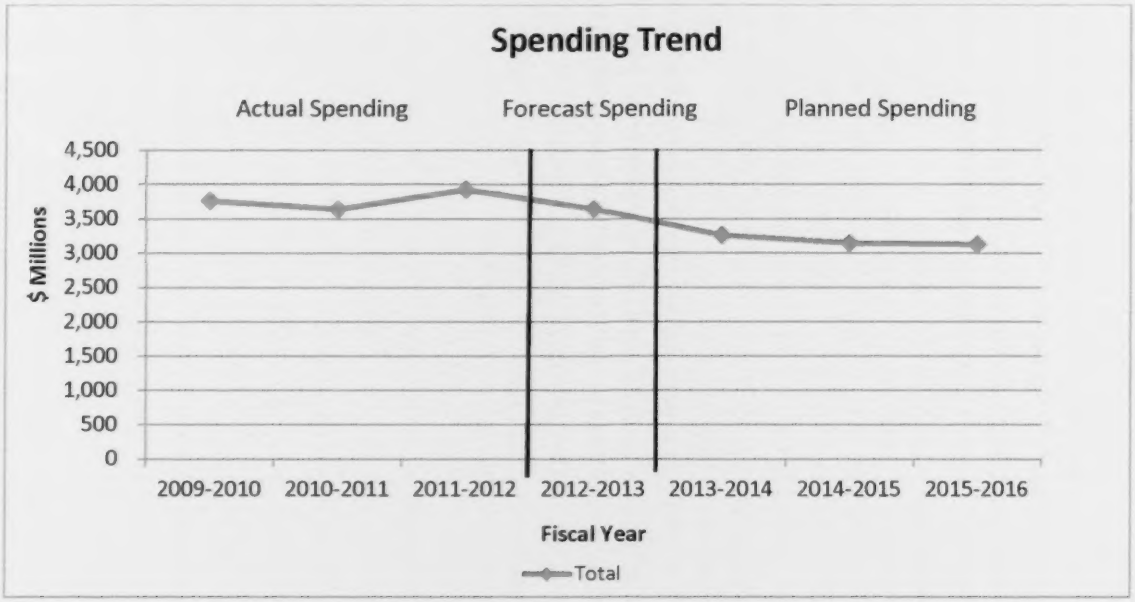
Planning Summary Total (in thousands of dollars)

Programs and Internal Services	Actual Spending 2010–2011	Actual Spending 2011–2012	Forecast Spending 2012–2013	Planned Spending		
				2013–2014	2014–2015	2015–2016
Total	3,638,716	3,927,264	3,643,895	3,259,329	3,143,497	3,125,843

Expenditure Profile

The following graph illustrates CIDA's funding level trend from 2009–2010 to 2015–2016.

Departmental Spending Trend



As illustrated above, actual expenditures have varied between 2009–2010 and 2011–2012. Expenditures were higher in 2009–2010 than in 2010–2011 due to funding provided for Canada's response to humanitarian crises, such as the earthquake in Haiti as well as flooding in Pakistan. In 2011–2012, the increase in expenditures is attributed to Canada's response to the food and nutrition crisis in the Sahel region, the Fast Start Climate Change initiatives, the Pakistan-Canada Debt for Education Conversion initiative, and the East Africa Drought Relief Fund.

For the 2012–13 fiscal year, the forecast spending represents the planned budgetary and statutory expenditures as presented in the Estimates documents (Main and Supplementary Estimates). Forecast spending reflects the implementation of the Budget 2012 savings measures ($152.7 million). It also reflects a decrease in incremental funding provided to CIDA to complete Canada's three-year commitment to the Fast Start Climate Change initiative. These reductions are partly offset by a $50 million increase to the Crisis Pool Quick Release Mechanism, bringing the total value of that mechanism to $100 million, to facilitate rapid access to additional funds to respond quickly to international crises and disasters.

For the period of 2013–2014 to 2015–2016, the planned spending reflects currently approved funding to support the departmental strategic outcome. Reductions in planned spending include additional reductions to implement Budget 2012 savings measures and the end of incremental funding provided for the Fast Start Climate Change initiative in particular.

CIDA's planned spending remains relatively stable starting in 2014–15 as CIDA will have achieved planned savings.

Estimates by Vote

For information on our organizational appropriations, please see the 2013–2014 Main Estimates (http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/me-bpd-eng.asp) publication.

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. The government will be consulting the public in 2013–2014 regarding the second three-year cycle of the FSDS (2013–2016). The 2013–2016 FSDS will be finalized in 2013–2014, and will be presented as part of year-end performance reporting for that year.

CIDA ensures that consideration of these outcomes is an integral part of its decision-making processes. In particular, through the federal Strategic Environmental Assessment (SEA) process, any new policy, plan or program initiative includes an analysis of its impact on attaining the FSDS goals and targets. The results of SEAs are made public when an initiative is announced, demonstrating the department's commitment to achieving the FSDS goals and targets.

CIDA contributes to Theme IV, "Shrinking the Environmental Footprint – Beginning with Government" as denoted by the visual identifier below.

Theme IV:
Shrinking the Environmental Footprint –
Beginning with Government

These contributions are components of the Internal Services Program and are further explained in Section II.

For additional details on CIDA's activities to support sustainable development, please see Section II of this RPP and http://www.acdi-cida.gc.ca/RPP-supp-information. For complete details on the strategy, please see http://www.ec.gc.ca/dd-sd/.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

Reduction in poverty for those living in countries in which CIDA engages in international development.

Program: Fragile states and crisis-affected communities

Program Description

Fragile states and crisis-affected communities face particularly severe development challenges exacerbated by conflict, instability, man-made crises or natural disasters within complex national and regional contexts. They have weak institutional capacity, poor governance, political instability, and ongoing violence or a legacy of past conflict. Canada's engagement is often whole-of-government and subject to closely monitored and visible government strategies. This program features programming that is short term to ensure delivery of, and access to, essential humanitarian services to crisis-affected populations in order to reduce immediate vulnerabilities of the population. It also features programming that is medium to long term to create conditions for sustainable economic growth and building the foundation for effective governance and delivery of basic services. It requires working with partners that have expertise and the capacity to deliver in high-risk environments.

Financial Resources (thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
590,680	690,680	689,846	684,154

Human Resources (full-time equivalent—FTE)

2013–2014	2014–2015	2015–2016
155	149	149

Program Expected Results	Performance Indicators
Enhanced responsiveness of humanitarian assistance to address the immediate needs of crisis-affected populations	Percentage of Consolidated Appeals funding requirements that are met
Increased access to essential health services and education by the vulnerable female and male children and youth in crisis-affected communities	Percentage of children under five receiving appropriate and timely treatment for malaria and other major diseases
	Percentage of vulnerable or crisis-affected girls and boys enrolled in school
Increased access to income opportunities, including jobs and development of micro, and small enterprises, particularly for vulnerable and marginalized women, men, and youth	Percentage of economically-active women, men, and youth

Planning Highlights

CIDA focuses its engagement in four fragile states and crisis-affected communities: Haiti, Afghanistan, South Sudan, and West Bank and Gaza. For each, the programming objectives align closely with Canadian foreign policy objectives associated with regional and global security and stability.

In addition, CIDA will continue to assist affected populations through appropriate, timely, and effective humanitarian responses when natural disasters and conflict situations occur. CIDA provides humanitarian assistance based on need, and adheres to the approaches outlined in the internationally accepted *Principles and Good Practice of Humanitarian Donorship.*[5]

In post-crisis situations and areas of ongoing conflict, CIDA's programming focuses on meeting basic needs to minimize the negative impact on the lives of those affected. For example, health workers, especially midwives, will be trained to assist people in need. Minimizing the

[5] The principles can be found at http://www.goodhumanitariandonorship.org/gns/principles-good-practice-ghd/overview.aspx.

interruption of basic education is also a priority. CIDA will contribute to the establishment of learning centres for out-of-school children, especially girls. Adequate nutrition always remains a concern and CIDA will provide support to farmers to help increase production and reduce hunger.

Another important task in assisting fragile states and crisis-affected communities is restarting the local economy, creating jobs, and re-establishing government systems and services. CIDA will support the establishment and expansion of micro, small and medium enterprises—especially those owned by women—and will help farmers to increase their participation in markets and to generate income. CIDA will also continue to provide support in the areas of governance, the legal system, business services, and trade promotion.

Specific country programs will focus on the following:

- In Afghanistan, the Agency will build on its experience and results to date. CIDA will advance the empowerment of women, children, and youth through programming in education and health, promotion of human rights, and delivery of humanitarian assistance.

- In Haiti, CIDA will continue to make progress in areas of long-term development to which we have previously committed, notably maternal, newborn and child health, and education; and we stand ready to offer support should future humanitarian crises arise.

- In the West Bank and Gaza, CIDA will strengthen justice and security institutions and help meet humanitarian needs.

- CIDA's program in South Sudan is part of a whole-of-government approach to promote stability and help South Sudan begin to function as an independent state. CIDA's contribution—which includes humanitarian assistance—will help increase food security, expand delivery of essential maternal and child health services in targeted geographic areas, and strengthen key accountability and electoral institutions.

At any time, a country or region may become fragile or in crisis, or circumstances may change. CIDA monitors these changing situations and reviews what Canada should do in response. CIDA must be both nimble and strategic in these rapidly evolving environments.

Program: Low-income countries

Program Description

Countries within the low-income category face pervasive poverty and limited institutional capacity, but have broadly stable governance and public security. These countries generally require a high level of international assistance and have limited resilience to respond to vulnerabilities and external shocks, as well as limited ability to attend to the human development needs of their populations. Programming under this program features long-term engagement on country priorities, primarily to strengthen education and health outcomes for children and youth, address the root causes of food insecurity, foster inclusive and sustainable economic growth, and build the foundations for effective governance to ensure country institutions can sustain the benefits of development programs. CIDA works with other donors, the private sector, civil society organizations and ministries of recipient governments. Engagement is anchored in the partner government's development strategy and program, around which donors coordinate and harmonize their efforts. This may involve the pooling of funds or other forms of program-based approaches designed to better align to country priorities and systems, and ensure coordination amongst donors and harmonization of procedures.

Financial Resources (thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
917,574	917,574	803,200	799,280

Human Resources (full-time equivalent—FTE)

2013–2014	2014–2015	2015–2016
337	331	331

Program Expected Results	Performance Indicators
Increased sustainable agricultural production by rural poor women, men, and youth	Annual production of agricultural goods in targeted regions of CIDA interventions
	Rate of adoption by farmers (both male and female) of new farming techniques and new

	crop varieties in targeted regions of CIDA interventions
Increased health services to mothers, newborns, and children under five	Percentage of live births attended by an accredited health professional
Increased accountability of public and civil institutions to respond to the needs of women, men, and children	Average program rating (on a five-point scale) of progress of CIDA low-income countries of focus toward achieving this result

Planning Highlights

This program includes nine of CIDA's countries of focus, as well as regional programs and other countries where CIDA maintains a modest presence.

Canada's objective is to help the country progress along the path to sustainable development, exiting the low-income category to become middle-income. Some countries are progressing to lower middle-income status. While this does not imply a dramatic transformation, it does mean positive, measurable results on the ground that may eventually warrant a change in CIDA's strategies in future years.

In low-income countries, jobs are created and incomes increased by expanding local private sector development, which means nurturing micro, small, and medium-sized enterprises. CIDA focuses on the agriculture sector in particular. In some countries, CIDA will support agricultural research, and will place emphasis on directly assisting smallholder farmers through training and promotion of techniques to improve production and productivity. For example, through the development and dissemination of new farming technologies and new plant varieties, farmers will be able to increase yields and incomes.

CIDA's support to improve agricultural systems also contributes to food security by improving access to safe, nutritious and adequate food. Furthermore, CIDA will provide support while helping rehabilitate and protect land and water resources.

CIDA will continue to support Canada's commitment to Maternal, Newborn and Child Health with investments in Bangladesh, Ethiopia, Mali, Mozambique and Tanzania, among others. Programming will address the fundamental health needs of women and children, such as improvements to maternal health services and the provision of vaccinations and nutritional supplements during the critical early years of a child's life.

As children grow, they require quality basic education, and CIDA will assist countries to deliver this essential service. In some countries, greater emphasis will be placed on reaching remote communities where quality education has traditionally been difficult to deliver.

CIDA considers citizens' participation in their national political processes to be an important step toward democracy. CIDA will help partner countries hold free and fair elections, will assist partner-country governments with public sector reform and accountability, and will support activities that enable citizens to participate more fully in the affairs of their community and their country.

More detailed plans of CIDA's interventions in its low-income countries of focus can be found in the individual country strategies found on CIDA's website at http://www.acdi-cida.gc.ca/acdi-cida/ACDI-CIDA.nsf/eng/CAR-828145617-Q88.

Program: Middle-income countries

Program Description

Countries within the middle-income category face specific challenges in inclusive, sustainable economic growth and development. These countries exhibit a stronger economic and social foundation and a lower reliance on assistance than low-income countries, but may still have a large proportion of their population living in poverty. These countries often have stark disparities along geographic, gender, ethnic, or urban-rural lines, as well as pockets of deep poverty. There is often low productivity, lagging competitiveness, weak political accountability and significant discrimination and marginalization. Main areas of programming under this program focus on delivering targeted technical assistance to foster equal access to economic opportunities and to create the conditions for more competitive and inclusive local economies, to expand service delivery to reach marginalized groups, and to build accountable democratic institutions.

Financial Resources (thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
337,885	337,885	317,034	318,907

Human Resources (full-time equivalent—FTE)

2013–2014	2014–2015	2015–2016
162	140	140

Program Expected Results	Performance Indicators
More competitive local economies, especially for micro, small, medium, and women-led enterprises in poorer areas	Level of integration of micro, small, and medium-sized enterprises in local and regional markets per country
Increased access to quality education for marginalized female and male children and youth, in particular those living in remote communities	Total net enrolment ratio in primary education, both sexes

Strengthened citizen participation to sustain social and economic progress	Average program rating (on a five-point scale) of progress of CIDA middle-income countries of focus toward achieving this result

Planning Highlights

This program includes seven of CIDA's countries of focus, as well as a regional program and other countries where CIDA maintains a modest presence. The majority of this program's investments are in the area of sustainable economic growth.

CIDA's programming will support activities including training for women-led small and medium enterprises, improving access to savings and credit services, vocational and entrepreneurial skills training for youth, and regulatory reforms to foster business growth and improve management of natural resources.

CIDA will assist governments to provide access to basic social services. Programming will include strengthening the quality of basic education with an emphasis on access for girls and marginalized children.

CIDA will increasingly assist partner-country governments in strengthening the private sector, especially small and medium-sized businesses, through better government regulations, targeted training, and greater access to credit. CIDA will contribute to the establishment of partnerships between communities, non-government organizations and the private sector to improve economic well-being for communities living near mines and other extractive operations.

More detailed plans of CIDA's interventions in its middle-income countries of focus can be found in the individual country strategies found on CIDA's website at http://www.acdi-cida.gc.ca/acdi-cida/ACDI-CIDA.nsf/eng/CAR-828145617-Q88.

Program: Global engagement and strategic policy

Program Description

Achieving international development outcomes requires leadership to influence global policy direction and investments through international partners to advance Canadian interests and values. Multilateral/international organizations and global initiatives tackle global problems (e.g., infectious diseases), and provide a governance mechanism in areas such as humanitarian assistance. They also provide fora for the establishment of the global development agenda. At the same time they provide economies of scale and of scope as well as significant expertise and capacity on the ground. Activities under this program aim at: delivering concrete results by shaping and investing in multilateral and international institutions partners' policies and programs throughout the world; they also demonstrate a commitment to building effective partnerships and exerting influence to shape international development policy in Canada and globally in order to advance Canada's humanitarian and development assistance objectives.

Financial Resources (thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
955,136	955,136	978,073	982,118

Human Resources (full-time equivalent—FTE)

2013–2014	2014–2015	2015–2016
223	223	223

Program Expected Results	Performance Indicators
Increased effectiveness of Canadian development cooperation through engagement with, and investment in, multilateral and global organizations, to address humanitarian and development challenges	Progress in global food security, health, education, and employment rates in developing countries
Increased ability to advance Canada's	Evidence of Canadian influence (e.g., G8 summits, OECD-DAC, the media) in shaping

development priorities in Canada and globally	the international development agenda
	Coherence between assistance and other policies (e.g., foreign, defence, environment and immigration)

Planning Highlights

CIDA's engagement with multilateral and international organizations adds to the effectiveness of Canada's development investments in the fight to reduce poverty worldwide. Many pressing global problems are too large for any one country to tackle on its own. These problems affect the well-being, security, and prosperity of all countries, and call for the joint resources and commitment of the world community through multilateral organizations or global initiatives. Working closely with these partners, CIDA can respond quickly to humanitarian crises and global development challenges.

CIDA's collaboration with multilateral organizations, global initiatives, and other donor countries provides economies of scale and of scope that allow the Agency to pool resources, to combine sector and country expertise, and achieve a greater reach for poverty reduction and humanitarian assistance. Multilateral and global organizations also serve as a channel for building international norms and sharing best practices around Canada's priorities.

In the area of food security, for example, CIDA's multilateral and bilateral programs have contributed to the G8 New Alliance for Food Security and Nutrition, which aims to create new and innovative partnerships that will drive agricultural transformation, improve nutrition and unlock sustainable economic growth.[6] The Agency will continue this work at the 2013 G8 summit, where food security is expected to be featured again. Canada will also work closely with its G20 counterparts on food security issues. In addition, the Agency will also sustain Canadian leadership in the Scaling Up Nutrition movement to combat global undernutrition, which accounts for 2.6 million preventable child deaths every year.

CIDA's work in sustainable economic growth helps developing countries create the right conditions to make capital available for companies to invest in jobs, to connect businesses to

[6] PM announces support to increase food security and nutrition in Africa, http://www.pm.gc.ca/eng/media.asp?category=1&featureId=6&pageId=26&id=4806.

markets, and to encourage investment, innovation, and trade. In 2013, CIDA will engage with key international partners such as the World Bank Group, the International Monetary Fund, and the Regional Development Banks to support these objectives. Recognizing the importance of the extractives industry to economic growth in many developing countries, CIDA will continue to work with key multilateral initiatives such as the Extractive Industries Transparency Initiative.[7] CIDA will also participate in G8 discussions on transparency in the extractives industry.

With respect to maternal and child health, CIDA will continue to focus on achieving tangible results through its country strategies, including by implementing the recommendations of the United Nations Commission on Information and Accountability for Women's and Children's Health. At the same time, it will also invest in the efforts of the H4+ group[8], which is focused on providing support to countries with the highest rates of maternal, newborn and child mortality, in order to accelerate progress in saving the lives and improving the health of women and newborns. CIDA will also maintain its longstanding support for organizations such as the United Nations Children's Fund (UNICEF).

CIDA will also contribute to UN efforts to arrive at a new global development framework after the Millennium Development Goals expire in 2015, and will work to realize the objectives of the Global Partnership for Effective Development Cooperation.

In the coming year, CIDA will continue its efforts to increase the effectiveness of its multilateral programming. This includes implementing CIDA's Multilateral Effectiveness Strategy and accompanying institutional strategies, and raising the visibility of results achieved through CIDA's multilateral and global investments.[9]

CIDA's strategic bilateral engagement with other donor countries and their development agencies allows it to share knowledge and best practices, harmonize policy directions and reduce transaction costs associated with the delivery and management of development, thereby helping us to achieve better development outcomes. The Agency will continue to enrich its relationships with traditional donors, such as Australia, the United States and the United Kingdom, and will also seek to broaden its partnerships with emerging economies that are increasingly important

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[7] Extractive Industries Transparency Initiative, http://eiti.org/.

[8] UN Population Fund (UNFPA), the UN Children's Fund (UNICEF), the World Health Organization (WHO), the World Bank, the Joint United Nations Programme on HIV/AIDS (UNAIDS), and UN Women. http://www.everywomaneverychild.org/resources/h4.

[9] CIDA's key multilateral partners, http://www.acdi-cida.gc.ca/acdi-cida/ACDI-CIDA.nsf/eng/ANN-112151658-RSN.

providers of international assistance and financing for development. Our partnerships will ensure more coordinated and effective cooperation and allow CIDA to achieve greater influence, reach and development outcomes that would otherwise not be possible. This approach is in line with the effectiveness principles endorsed by the international community at the Busan High Level Forum on Aid Effectiveness in Korea in 2011.

CIDA has already made important progress on this front. Since 2011, the Agency has formalized four Memoranda of Understanding (MoU) on development cooperation with the governments of Brazil, Australia, South Korea and, most recently, Israel. These MoUs express a mutual commitment to address urgent global development challenges and to enhance cooperation in areas of shared interest. In 2013–2014, the Agency will focus on developing action-oriented workplans to implement these MoUs in order to maximize their impact.

Program: Canadian engagement for development

Program Description

CIDA achieves development results by focusing on purpose-driven, cost-effective initiatives that draw on the expertise, networks, and opportunities available to Canadian organizations. It also seeks to expand the number of Canadians engaged in international development by supporting outreach and education activities. Programming under this program involves co-investment in high impact development proposals that align with Canada's development priorities. Through calls for proposals, CIDA is able to draw upon the Canadian organizations such as civil society organizations, academic institutions, and professional associations that are best suited to help deliver on Canada's development objectives. Canadian organizations in turn work with partner country counterparts to deliver development results on the ground.

Financial Resources (thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
267,942	267,942	268,590	254,079

Human Resources (full-time equivalent—FTE)

2013–2014	2014–2015	2015–2016
114	114	114

Program Expected Results	Performance Indicators
Improved health and education services for marginalized women, men, girls, and boys	Ratings (on a five-point scale) of 15-20 representative initiatives of how Canadian partners have helped to transform basic service delivery in underserved communities
Enhanced income opportunities, including rural livelihoods for poor women, men, and youth	Ratings (on a five-point scale) of 20 representative initiatives of how Canadian partners have contributed to increased income opportunities and livelihoods for poor women, men, youth in rural and urban areas

Increased engagement of Canadians as global citizens in international development initiatives	Ratings (on a five-point scale) of at least 5 participants for each of 10 representative partners' initiatives regarding the value of their participation for increasing their engagement and knowledge of international development

Planning Highlights

Canadian engagement for development is comprised of two subprograms: Partners for Development and Global Citizens. Partners for Development contributes to high-impact international development initiatives proposed by Canadian organizations. Global Citizens engages Canadians in international development. Both strengthen Canadians' efforts to make a difference in the lives of the world's most vulnerable. In 2013–2014, under the Partners for Development program, CIDA will draw on the ideas, resources, expertise and networks of Canadian organizations to deliver poverty reduction results in developing countries. Canadians continue to propose a wide range of initiatives aimed at improving the delivery of health and education services, enhancing entrepreneurship and employment, and enabling people to address other development challenges. Such initiatives contribute to reducing poverty while strengthening local capacity.

One example of tapping Canadian expertise and excellence in order to advance development objectives is the establishment of the Canadian International Institute for Extractive Industries and Development. The Institute will harness both Canadian and international expertise to assist developing countries to increase their technical capacity to better govern, manage and benefit from extractive industries. The Institute will also engage in collaborative relationships with other world-renowned centres in order to draw on leading practices and coordination efforts in resource-sector governance. The Canadian International Institute for Extractive Industries and Development is a key part of CIDA's commitment to contributing to sustainable economic growth, creating jobs and reducing long-term poverty.

In 2013–2014, under the Global Citizens program, CIDA will continue to engage and mobilize Canadians as global citizens to participate in international development through public awareness initiatives, education and knowledge exchange, and youth participation.

One example of engaging Canadians is CIDA's support to the Canadian Network for Maternal, Newborn and Child Health. The Network comprises of over 60 Canadian organizations working in maternal and child health in developing countries. The aim of the Network is to increase the effectiveness of its partner organizations in program delivery, take advantage of collaboration

opportunities and promote mutual knowledge sharing in order to contribute to Canada's international commitments to reduce maternal and child mortality.

Program: Internal Services

Program Description

This program provides support services to CIDA programming for the delivery of the Canadian assistance program. It includes governance and management support, resources-management services, and asset-management services.

Financial Resources (thousands of dollars)

Total Budgetary Expenditures (Main Estimates) 2013–2014	Planned Spending 2013–2014	Planned Spending 2014–2015	Planned Spending 2015–2016
90,112	90,112	86,754	87,305

Human Resources (full-time equivalent—FTE)

2013–2014	2014–2015	2015–2016
694	658	658

Planning Highlights

CIDA is committed to improving its operations on an ongoing basis. Business modernization to increase CIDA's efficiency remains a priority over the planning period. The Agency will continue to seize opportunities to further streamline and standardize the Agency's systems and procedures and incorporate new operational requirements. In 2013–2014, the Agency will complete the full rollout of the new Agency Programming Process. This corporate, standardized, risk-based business process for all of CIDA's investment decisions and programming will enable more efficient, consistent and streamlined delivery of Grants and Contributions programming for better development results. Greater effectiveness is also expected as CIDA moves more programming functions to the field.

CIDA will continue to support organizational excellence by ensuring prudent stewardship of staffing activities and management of human resources, following the implementation of the 2012 Deficit Reduction Action Plan. Areas of focus include implementing the 2012–2014 Public Service Employee Survey action plan and CIDA's Corporate 2012–2015 Values and Ethics Action Plan, as well as implementing the new Government of Canada common human resources business processes.

Information management and information technology initiatives will support progress in business modernization, decentralization, transparency, and workplace and workforce renewal. For example, as part of the Government of Canada's Open Government Action Plan, CIDA will further the transparency of its development assistance by releasing increasing amounts of data compatible with international transparency standards.

Section III: Supplementary Information

Financial Highlights

Future-oriented condensed statement of operations and departmental net financial position
For the year (ended March 31)
(in thousands of dollars)

	Change	Forecast 2013–2014	Estimated Results 2012–2013
Total expenses	(360,106)	3,369,212	3,729,318
Total revenues	0	0	0
Net cost of operations before government funding and transfers	(360,106)	3,369,212	3,729,318
Departmental net financial position	**716**	**17,323**	**16,607**

Future-oriented condensed statement of financial position
For the year (ended March 31)
(in thousands of dollars)

	Change	Forecast 2013–2014	Estimated Results 2012–2013
Total net liabilities	(96,591)	902,833	999,424
Total net financial assets	(95,022)	882,380	977,402
Departmental net debt	(1,569)	20,453	22,022
Total non-financial assets	(2,285)	3,130	5,415
Departmental net financial position	**716**	**17,323**	**16,607**

Future-Oriented Financial Statements

Complete future-oriented financial statements are available on CIDA's website at http://www.acdi-cida.gc.ca/reports.

List of Supplementary Information Tables

All electronic supplementary information tables listed in the 2013–2014 Reports on Plans and Priorities can be found on CIDA's website: http://www.acdi-cida.gc.ca/rpp-e.

- Details on transfer payment programs
- Details on other types of transfer payment programs
- Greening government operations
- Sources of non-respendable revenue
- Upcoming internal audits
- Upcoming evaluations
- User fees

Tax Expenditures and Evaluations Report

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the Tax Expenditure and Evaluation (http://www.fin.gc.ca/purl/taxexp-eng.asp) publication. The tax measures presented in the Tax Expenditure and Evaluation publication are the sole responsibility of the Minister of Finance.

Section IV: Other Items of Interest

Organizational Contact Information

For additional information about CIDA programs, activities and operations, please visit the Agency's website at http://www.acdi-cida.gc.ca or contact:

Public Inquiries Service
Communications Branch
Canadian International Development Agency
200 Promenade du Portage, 5th Floor
Gatineau, Quebec K1A 0G4
Canada

Telephone: 819-997-5006

Toll free: 1-800-230-6349

Telecommunications device for the hearing- and speech-impaired: 819-953-5023

Toll-free: 1-800-331-5018

Fax: 819-953-6088

Email: info@acdi-cida.gc.ca